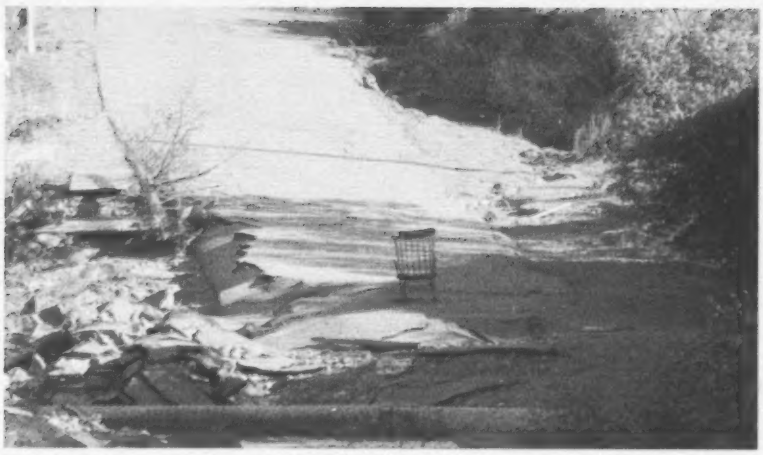

ANNUAL REPORT 2013-14

FIRE AND EMERGENCY SERVICES – NEWFOUNDLAND AND LABRADOR

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MESSAGE FROM THE MINISTER

Message from the Minister

I am pleased to present the Annual Report of Fire and Emergency Services – Newfoundland and Labrador (FES-NL) for fiscal year ending March 31, 2014. This report was prepared under my direction, in accordance with the *Transparency and Accountability Act*. As Minister Responsible, I am accountable for the results reported within.

FES-NL envisions a comprehensive, integrated program of mitigation, emergency preparedness, response and recovery from fire, emergencies and disasters of any kind.

Throughout this reporting period, FES-NL continued to make progress on a number of key priority areas in an effort to develop a more robust system of emergency management in Newfoundland and Labrador. In 2013-14, FES-NL continued to focus its efforts on enhancing training delivery for fire protection services and providing recommendations to communities regarding the delivery of fire protection services offered within their communities, as well as enhancing planning and training activities associated with emergency management. FES-NL is very pleased to see a continued growth in public awareness for the need for everyone, individuals and organizations alike, to 'be prepared' for emergencies and adverse events of all types, and to be assisted by our partners and local governments throughout the province in this pursuit.

I also which to acknowledge the leadership of Kevin O'Brien who was Minister Responsible for FES-NL from April 1, 2013 – October 8, 2013 of the reporting period, and Steve Kent who was Minister from October 9, 2013 – March 31, 2014 of the reporting period.

This report provides an overview of key results achieved during this reporting period which continues to illustrate the unwavering dedication and commitment of our employees across the province. Financial information for the 2013-14 fiscal year is also included. I wish to thank all involved for their continued commitment towards enhancing emergency management and fire protection capabilities throughout Newfoundland and Labrador.

Dan Crummell
Minister

OVERVIEW

Overview

FES-NL is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition, the agency is responsible for the development and maintenance of both a Business Continuity Plan (BCP) for the Government of Newfoundland and Labrador and a Provincial Emergency Management Plan (PEMP).

FES-NL's primary clients include any person, group or organization served by or using its programs and services who are the principal beneficiaries of its lines of business. These clients include the following: citizens and families; local governments; fire departments and firefighters; first responders; police agencies; individuals impacted by fires, emergencies and disasters; government departments and agencies and the private sector.

By the end of fiscal year 2014, FES-NL had a staff complement of 28; 15 females and 13 males. It is headquartered in St. John's (22 staff) and operates regional offices in Clarenville (1 staff), Grand Falls-Windsor (2 staff), Deer Lake (2 staff) and Happy Valley-Goose Bay (1 staff).

Fiscal year 2013-14 witnessed the continuation of funding related specifically to Executive Support, Fire Services, Emergency Services, Disaster Assistance, and Fire Protection Infrastructure.

Current expenditures in this reporting period were $7,768,824 and were associated with Executive Support, Fire Services, Emergency Services, Disaster Financial Assistance Arrangements (DFAA) under Disaster Assistance, and Fire Protection Infrastructure. Provincial expenditures related to DFAA may be eligible for partial federal government reimbursement, up to 90 per cent as per the DFAA cost-shared ratio. For detailed financial information for the fiscal year ending March 31, 2014, please see page 24, Financial Statements.

Lines of Business

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompass a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 709-729-3703 or 709-729-1608.

AWARENESS, EDUCATION, TRAINING AND CERTIFICATION

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public, emergency responders and the fire service. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various fire safety and public education programs.

With regards to the fire service in the province, FES-NL conducts fire services training, certification and testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. FES-NL also provides training and education programs such as Basic Emergency Management (BEM), Emergency Operations Center Management (EOCM), and Public Information Officer (PIO) training for emergency response personnel. FES-NL also works with a variety of external partners to provide advanced accredited fire and emergency management training.

FIRE SERVICES, EMERGENCY MANAGEMENT AND SUPPORT SERVICES

FES-NL fulfills a number of planning, response, recovery and support functions under its fire/emergency management and support services line of business. As with the previous line of business, it assists individuals, communities, private sector and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in partnership with the affected area. FES-NL also manages and/or supports any large scale emergency or disaster and coordinates the activities and operations of all first responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response.

FES-NL may provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Provincial Government under the federal DFAA program. Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements and federal audit.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training, for ground search and rescue, and to conduct flood assessment.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency also provides funding for municipal firefighting equipment and firefighting vehicles under the Firefighting Equipment (formerly known as the Firefighting Equipment Financial Assistance) and the Fire

Protection Vehicles (formerly known as the Fire Protection Infrastructure) programs. These programs are application driven and follow an assessment process to assist municipalizes in acquiring necessary firefighting resources. In the context of the annual report, the term municipalities include municipalities under the *Municipalities Act*, the cities of St. John's, Mount Pearl and Corner Brook, local service districts and Inuit communities (this is consistent with the definition of municipality found in the *Emergency Services Act* and the *Fire Protection Services Act*).

FES-NL distributes long service awards to firefighters and administers the Firefighter Licence Plate Program. All volunteer, career, and retired firefighters across the province, which meet eligibility requirements, are eligible to apply for a firefighter licence plate from Motor Vehicle Registration. This specialty licence plate acknowledges that a vehicle is registered to a firefighter.

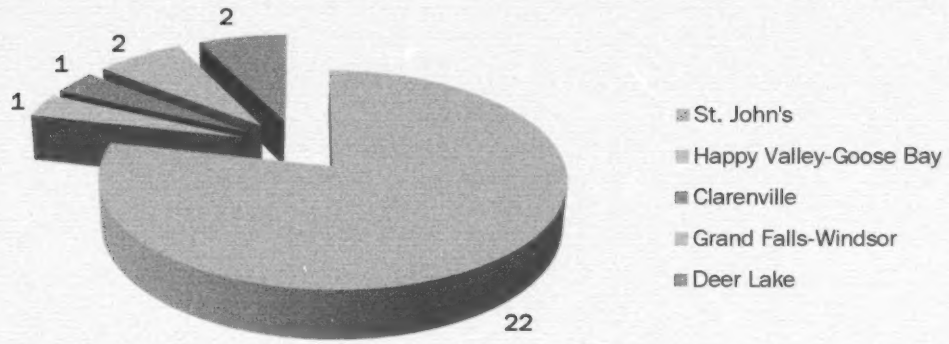
FES-NL provides facilitative and support services to Provincial Government departments and agencies for the maintenance of BCPs and programs for the Government of Newfoundland and Labrador.

REGULATION, ENFORCEMENT AND REPORTING

FES-NL performs a number of assessment, inspection, investigation, report and permit functions in the delivery of the regulation, enforcement and reporting lines of business to ensure fire protection and life safety. Examples include compiling the provincial fire loss statistics and annual fire loss report, conducting fire investigations, conducting fire prevention and life safety inspections, fulfilling the legislated responsibility for fire protection services assessment and issuing a variety of permits and orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, when a municipal council, local service district, or region has developed an emergency management plan and has approved it in principle, the plan must be submitted to the Director of Emergency Services for approval prior to adoption by that municipality, local service district, or region.

Staff Distribution & Revenues

2013-14 Staff DISTRIBUTION



2013-14 REVENUES

*JEPP is the Joint Emergency Preparedness Program, a federal program which was administered by FES-NL but ended March 31, 2013. Final federal revenues were received in 2013-14. For information on DFAA, see bottom of page 3.

Other Key Statistics

FES-NL's Fire Service Report Management System (FSRMS) is for the recording and reporting of the number of fire department incident responses and fire loss statistics for Newfoundland and Labrador after fire departments supply that information to FES-NL. As of June 1, 2012, the new *Fire Protection Services Act* requires municipal fire protection services to report fire losses to the Fire Commissioner. FES-NL is working with the Office of the Chief Information Officer (OCIO) to develop an online reporting system to assist fire departments in the timely reporting of incident reports.

The following fire fatality statistics represent fire deaths in this province in the calendar year 2013; this is consistent with the reporting period utilized by the Canadian Council of Fire Marshals and Fire Commissioners.

INCIDENT LOCATION	FIRE CAUSE	DATE	FATALITY
Degrau	Accidental	Feb. 24, 2013	1 Child
Happy Valley-Goose Bay	Accidental	Aug. 3, 2013	1 Male
Bonne Bay	Undetermined	Aug. 6, 2013	1 Male 1 Female 1 Child
		Total	5

**Please note: NFPA 921 Guide for Fire and Explosive Investigations section 19.2.1.4 states that whenever the cause of a fire cannot be proven to an acceptable level of certainty, the correct classification is "undetermined".*

For historical information, the chart below identifies the number of fire fatalities over the last 10 calendar years. (M=Male, F=Female, C=Child)

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
M-1	M-2	M-2	M-1	M-4	M-2	M-6	M-2	M-2	M-2
F-0	F-2	F-1	F-0	F-4	F-0	F-1	F-4	F-2	F-1
C-0	C-0	C-0	C-0	C-7	C-0	C-4	C-0	C-0	C-2
1	4	2	1	15	2	11	6	4	5

Agency Vision, Mandate and Mission

VISION

The Vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, environment and property.

MANDATE

The *Emergency Services Act* (the *Act)* was proclaimed on May 1, 2009. Section 3.(1) established FES-NL. The mandate of FES-NL is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies. The *Act* further mandates FES-NL to develop and maintain a business continuity plan for the government of the province and an emergency management plan for the province (Section 4.(1) of the *Act* refers). The *Act* further states in section 3.(2) that the agency has and shall exercise those powers and duties vested in the *Fire Protection Services Act*.

MISSION

The Mission statement, which was identified in 2011, provides the priority focus of the Minister over two business planning cycles: 2011-14 and 2014-17. FES-NL will continue to work towards the achievement of the mission over 2014-17.

In Budget 2007, government created FES-NL to help achieve progress towards its vision of a province better prepared to deal with a variety of emergencies, disasters and fires with the mission at that time to work towards the creation of a modern and robust fire and emergency management system. At this point in FES-NL's evolution, FES-NL will work toward enhancing the development of a modern and robust emergency management system, building on the work it achieved from its Business Plan 2008-2011. The current Mission remains consistent with the Provincial Government's strategic direction of improved emergency preparedness for all and reflects the key longer-term result towards which the agency will be working. Emergency preparedness is the foundation for the development of a modern and robust emergency management system. Improving capacity for emergency preparedness is everyone's business – individuals, communities, organizations, businesses, governments, etc. In Newfoundland and Labrador, fire protection services are the backbone of our emergency management system – firefighters from municipal fire protection services are often the very first responders to emergencies of all types. However, firefighters are among many involved in emergency preparedness and response activities. There are many clients and stakeholders that need to be better prepared and one of the ways that this can be achieved is to improve communication of all those involved in the emergency management field. Lastly, in an effort to develop and maintain a modern and robust emergency management system, Government assumed a legislative obligation to develop both a BCP and a PEMP for Newfoundland and Labrador.

Mission: By March 31, 2017, FES-NL will have further enhanced the development of a modern and robust fire and emergency management system.

Measure: Modern and robust fire and emergency management system is enhanced

Indicators:

- Improved capacity for emergency preparedness
- Improved capacity for fire protection services
- Client and stakeholder communication is improved
- Business Continuity Plan is maintained and exercised
- Provincial Emergency Management Plan is developed

Shared Commitments

Shared commitments represent activities within the scope of FES-NL's day-to-day operations which could not be achieved without the participation and cooperation of both internal and external partners. Partners of FES-NL include all stakeholders in the fire and emergency services field including local governments, fire departments, first responders, critical infrastructure providers, various Federal and Provincial Government departments and agencies, police services, the private sector and many non-governmental organizations found in Newfoundland and Labrador. Furthermore, FES-NL's shared commitments with these partners are linked to the Provincial Government's strategic direction of improving emergency preparedness for all citizens and communities in Newfoundland and Labrador.

Emergency Management and Fire Protection are by definition areas of shared responsibility. Only through the shared commitment of individuals, governments, and non-governmental organizations can FES-NL deliver on its mandate to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies.

In developing and supporting these essential partnerships, FES-NL continued to focus on four key areas in 2013-14 in which it shares commitments with its clients, partners and stakeholders - emergency planning, training, exercising and support to the province's fire service.

In September 2013, FES-NL introduced Phase Two of the Alarmed and Ready NL Challenge in partnership with the Insurance Bureau of Canada (IBC) and the Newfoundland and Labrador Association of Fire Services (NLAFS). This fire safety and public awareness campaign was first piloted in 2012 and complemented the new *Fire Protection Services Regulations* which were published in June 2012. These regulations contained a new mandatory requirement to have smoke alarms in all homes, cottages and cabins in the province as per the National Building Code of Canada (NBCC). The NBCC calls for alarms on each level and in each sleeping area. Fire departments were invited to apply to receive an allotment of free smoke alarms and batteries intended to be part of a door-to-door fire department campaign to inform residents of the importance of these life-saving devices. Phase two saw smoke alarms and batteries distributed to over 100 fire departments and during the life of the campaign, in total, over 4,000 smoke alarms and 2,500 batteries were distributed to residents in approximately 140 communities throughout Newfoundland and Labrador. Efforts in this area demonstrate work towards improving communications and public education as it relates to emergency preparedness which is a strategic direction of government.

Since May 2009 when the *Emergency Services Act* was proclaimed, FES-NL has pursued an aggressive planning agenda in partnership with local governments and emergency service providers throughout Newfoundland and Labrador. By the end of March 2014, over 97 per cent of the province's population was either covered by an emergency management plan, or their community had initiated the planning process. Furthermore, in January 2014 FES-NL updated the PEMP and posted the update on FES-NL's website at http://www.gov.nl.ca/fes/publications/PEMP_Plan.pdf . This is consistent with the communications and public education component of the strategic direction of emergency preparedness. The PEMP Committee continues to meet to advance the Provincial Government's emergency management program. Through a combination of emergency exercises and responses to real events, there is ongoing validation of the PEMP and opportunities for the Provincial Government's departments and agencies, along with other emergency management partners to exercise their roles and responsibilities in multi-agency and multi-jurisdictional events. In March 2014, Exercise Shipping Blues was conducted. This was a provincial level emergency operations centre (EOC) emergency exercise was conducted in cooperation with both municipal and federal

governments and other emergency partners representing emergency service providers, private sector and non-governmental organizations. FES-NL continues to develop and participate in emergency management exercise opportunities as they arise.

Hon. Steve Kent, Rear Admiral John Newton & Paul Peddle during Exercise Shipping Blues 2014

Emergency Operations Centre at work.

The Eastern region of Newfoundland and Labrador held their first Regional Emergency Management Planning Committee meetings on December 4, 2013 and January 15, 2014 respectively. These Committees are spin-offs from the PEMP committee. Membership is comprised of representatives of government departments/agencies located in these regions of the province and include other emergency management partners, such as RNC, RCMP, Regional Health Authorities, and utility companies. These Committees agreed to meet on a regular basis to address emergency management issues in their respective regions. The Western region continues with their meetings and associated work building on last year's progress while the Central region has plans to convene their own Regional Emergency Management Planning Committee in the coming year.

With a limited number of staff, FES-NL recognizes the value of maintaining a core group of trained, equipped and geographically dispersed individuals specializing in emergency response and fire protection services. One of the key mechanisms FES-NL continues to use to strengthen on the ground capacity was to deliver, in partnership with municipalities and emergency service providers, a Fire and Emergency Services Training School in Grand Falls-Windsor from May 25 to May 31, 2013. This school resulted in 289 participants representing 94 organizations participating in a variety of fire and emergency management training workshops encompassing 6,198.5 instructional hours of training delivery.

FES-NL initiated provincial level meetings with emergency management partners to further advance the Incident Command System (ICS) model and training program within the province. The goal is to implement ICS as the emergency management system at the operational and tactical level within emergency management partner organizations. Additional work is ongoing at the national level to further refine the ICS model for EOC level operations. The implementation of ICS allows for uniformity in emergency communications systems and information exchange amongst emergency responders, and establishes common command and control approaches.

FES-NL continued to work with municipalities and emergency management partners to exercise existing emergency management plans. Exercising emergency management plans allows for validating these plans,

revising where appropriate, and continuing partnerships amongst emergency responders. During this past reporting period, FES-NL participated in 15 emergency management plan exercises (compared to 6 in the previous year) with municipalities and other emergency management partners.

FES-NL participated in an Atlantic region workshop for senior emergency management officials and first responders on February 26 and 27, 2014 in Prince Edward Island. The main focus of the workshop was to consider opportunities that would enhance the relationship between the Atlantic Provinces' emergency management offices and first responders as it relates to escalating emergencies in the region and to develop a model that can be replicated across Canadian jurisdictions. In addition to FES-NL staff, other NL representatives included the RNC, RCMP and provincial ambulance service. Each province took the opportunity to outline their respective emergency management structures, situational awareness processes and relationships with emergency management partners, and reviewed a recent multi-agency, multi-jurisdictional event.

2013-14 saw FES-NL continue its commitment to help modernize the municipal firefighting fleet through cost-shared funding with nine communities. A total allocation of just over $1.5 million resulted in FES-NL designating nine firefighting vehicles, including four pumper trucks, one tanker truck, two rural response units (skids), one rescue vehicle and one pick-up truck to the following communities: St. Lawrence, Cox's Cove, Point Leamington, Triton, Lethbridge, Greenspond, Grand Le Pierre and Whitbourne.

In this reporting period, FES-NL continued to support municipal fire departments in acquiring much needed firefighting and personal protective equipment. Almost $415,000 was allocated among 42 communities to purchase items such as bunker gear, self-contained breathing apparatuses, air cylinders, portable pumps, and others.

Finally in 2013-14, FES-NL continued its strong partnerships with its federal, provincial and territorial (FPT) counterparts and provincial and territorial (PT) partners on a variety of issues related to fire protection and emergency management. While objectives of each group may differ, the outcome continued to be one of open communication and sharing of information amongst jurisdictions. Examples of these forums include SOREM - Senior Officials Responsible for Emergency Management (FPT), the Chemical Biological Radiological Nuclear Explosive (CBRNE) Sub-Working Group of SOREM, the Atlantic Hazardous Materials Interoperability Working Group (four Atlantic provinces with Public Safety Canada), CCEMO - Canadian Council of Emergency Measures Organizations (PT), the Canadian Council of Fire Marshals and Fire Commissioners (FPT), the National Fire Protection Association Public Educators Network, Canadian Fire Service Education, Training and Certification Council (CFSETCC), and Deputy Ministers Responsible for Emergency Management (FPT). In addition, FES-NL continued to participate as a signatory to the International Emergency Management Assistance Compact as a member of the International Emergency Management Group (IEMG). FES-NL's Director of Emergency Services continued in the role of Co-chair for IEMG. The Co-chairs of IEMG are shared by a Canadian jurisdiction and an American jurisdiction. The IEMG is tasked with coordination of inter-provincial and international response to any emergencies that may occur in the Eastern Canadian provinces and New England states for which assistance is requested.

Highlights and Accomplishments

In this reporting period, FES-NL provided an annual operating grant to the NLAFS in the amount of $41,000 and an additional $60,000 to support NLAFS's Learn Not to Burn Program. The Learn Not to Burn Program is a fire prevention initiative that teaches primary school-aged children how to prevent and escape a fire safely. NLAFS staffs a position solely designated to advancing this initiative throughout Newfoundland and Labrador. The provision of these funds supports the communications and public education effort of the Provincial Government which is consistent with the strategic direction of improving emergency preparedness.

FES-NL provided compensation to municipalities whose fire and emergency services responded to incidents outside their municipal boundaries. In 2013-14, local municipal fire departments responded to 95 incidents, with FES-NL reimbursing these fire departments to a total cost of $33,675.

In June 2013, Labrador West was threatened by a forest fire. The Trans-Labrador Highway was closed on several occasions for extended periods of time, recreational properties in the area were lost or damaged, telecommunication services were severely impacted and alternate service delivery had to be put in place. The Town of Wabush declared a state of emergency and ordered the evacuation of the Town's residents to Labrador City. FES-NL activated the provincial EOC and emergency management partners (up to 18), supported the needs of the tactical operations ongoing in Labrador west and coordinated various response and recovery activities as required. Several operational briefings were conducted throughout this event. A de-briefing was held in the Labrador West area with all emergency management stakeholders.

In January 2014, the island of Newfoundland experienced a major loss of power generation due to operational issues at the Holyrood thermal generating station and associated inability to distribute power; this became known as Blackout 2014. This event coincided with a severe weather system that produced a blizzard, cold temperatures and high wind chill values for much of the island. At the peak of the power outage approximately 190,000 customers were without power. FES-NL activated the provincial EOC and in conjunction with our emergency management partners coordinated response and recovery activities, provided updates and key messages for the Provincial Government's public advisories and focused on messages around public safety and energy conservation. Multiple operational briefings were conducted throughout this event. A de-briefing with emergency management partners was held and a report compiled to reflect what went well, areas for improvements and lessons learned. This report is available on line at http://www.gov.nl.ca/fes/publications/Blackout2014_Debriefing.pdf .

Additionally, the winter season was extended and challenging for many areas of the province and that led to multiple interactions amongst FES-NL, communities and emergency management partners to deal with small scale events such as frozen water supply systems, road closures due to excessive snowfall and drifting, and some flooding during a January thaw/rain event.

FES-NL continues to bring closure to outstanding claims under the DFAA program with the Federal Government. In 2013-14, FES-NL prepared the documentation required and requested final audit from the Federal Government for the Gambo 2008 flood. Additionally, the agency received an interim payment of $25,000,000 for costs associated with Hurricane Igor. The significant progress achieved over the last number of years in collecting outstanding federal revenue as a result of adverse events in Newfoundland and Labrador has resulted in just three outstanding DFAA claims with the Federal Government; Stephenville 2005, Gambo 2008, and Hurricane Igor 2010. In September 2013, the Federal Government concluded its

HIGHLIGHTS AND ACCOMPLISHMENTS

Final Audit on the Stephenville claim thus FES-NL expects to close the Stephenville claim early in the next fiscal year, and will request another interim payment for Hurricane Igor.

FES-NL is an organization that recognizes the value of maintaining a strong learning and development culture. As an organization focused on ensuring an appropriate level of training in emergency preparedness and fire protection for everyone, it is imperative that staff continue to advance their own learning and development opportunities. During this reporting period, FES-NL staff continued to build on their knowledge and skills. Some staff either took a refresher course for their first aid certification or completed the requirements for certification in first aid. Among the Regional Emergency Management and Planning Officer group they participated in the following training initiatives: NFPA 1001 Firefighter II, ICS Supply Unit Leader, Emergency Exercise Design, and Hazardous Materials (HAZMAT) awareness. New staff to FES-NL also completed Basic Emergency Management, Emergency Operations Centre Management and ICS 100. Furthermore, the Fire Protection Services staff continued to maintain and enhance their certification in various professional standards for example all Fire Protection Officers completed the Canadian Automatic Sprinkler Association course Standpipe and Hose Systems, and Advanced Fire Investigation by Dr. John DeHann, a recognized leader in fire investigation.

FES-NL is accredited by the International Fire Service Accreditation Congress (IFSAC) in 15 program areas. During this reporting period, FES-NL issued 401 gold seals for certification to National Fire Protection Association (NFPA) Professional Qualification Standards. Gold seals are recognized throughout the firefighting sector as a verified and unique indicator that a specific individual holds a specified professional qualification standard.

In 2013-14, FES-NL reviewed and modified its Fire Protection Vehicle Program and its Firefighting Equipment Program application processes. These programs provide cost-shared funding for municipalities for the purchase of essential firefighting vehicles and equipment. The modifications included clarification regarding eligible firefighting vehicles and equipment, reduced information requirements, clarification regarding the application process, and establishment of March 31st as an annual due date for applications. The new application process was announced on February 21, 2014.

FES-NL supports a network of trained Fire and Emergency Services Instructors (FESIs) from local fire departments who deliver a wide range of courses throughout the province. It is important to note that these individuals are not FES-NL staff, but this network was developed and is supported by the agency. Last year, the FESI group taught 69 courses with 885 participants from 215 organizations or fire departments, totaling 11,009.5 instructor hours.

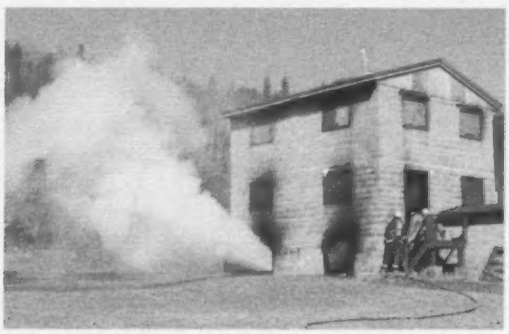
Across the province, FES-NL supports nine municipal-based hazardous materials response teams; these teams are located in Gander, Marystown, Port aux Basques, St. Anthony, Labrador City, Clarenville, Conception Bay South, Grand Falls-Windsor, and Corner Brook. FES-NL also has its own hazmat unit located in Deer Lake which is used for both response and training purposes. Last year, FES-NL provided for the delivery of four Hazmat Awareness courses to 97 firefighters (two delivered by FES-NL and two delivered by the FESI network), and four Hazmat Operations courses to 58 firefighters (two delivered by FES-NL and two delivered by the FESI network). FES-NL also provided eight grants for the Hazmat teams totaling $6,039.46 for maintenance, operations, training and response. Furthermore, the municipal-based hazardous materials response teams made clear their priority was predictable funding support for training and in Budget 2014 the Provincial Government responded with a $120,000 annual commitment beginning in 2014-15 to support their ongoing training requirements and help address their occupational health and safety needs.

HIGHLIGHTS AND ACCOMPLISHMENTS

In 2013-14 the Office of the Auditor General conducted an audit of the Air Services Program administered by the Department of Transportation and Works paying particular attention to use of charters by government departments and the Legislature. FES-NL records were included in this audit process as FES-NL approves the use of chartered or contracted aircraft when requested by the Royal Canadian Mounted Police or the Royal Newfoundland Constabulary to assist in the search for lost or missing persons. In administering this program FES-NL uses the procedures set out by the Air Services Division. In its audit the Office of the Auditor General found that FES-NL was 100 % compliant in its administration of the air services program. In 2013-14 FES-NL approved 23 requests for air support services to aid in searches for missing persons.

The development and implementation of a province-wide basic 911 service was a high priority this past year for FES-NL. The Provincial Government kept the public informed of its progress throughout the year by two media releases and a Ministerial statement in the House of Assembly [see Minister Announces Key Decisions for Province-wide Basic 911 Implementation, Significant Progress Being Made on Province-Wide Basic 911, Basic 911 Implementation Continues Across the Province]. Notable progress included establishing a four person 911 Implementation Team (hired in August 2013) to develop and implement a province-wide Basic 911 emergency telephone service by December 2014. In addition, a legislative working group was created to prepare draft legislation to establish "911" as the primary emergency telephone number for use in the province; and to require the establishment and implementation of a province-wide emergency 911 telephone service for the reporting of emergencies. The new *Emergency 911 Act* is anticipated to be introduced in the House of Assembly in the spring of 2014. The Provincial Government is on track to meet its commitment to expand province wide Basic 911 by the end of 2014.

Emergency Management Training at FES 2014 Training School



Fire Training at FES 2014 Training School

Report on Performance

ISSUE ONE: FIRE PROTECTION SERVICES

The fire protection services system in Newfoundland and Labrador includes 272 municipal fire departments located across the province. These fire departments include career fire departments, volunteer fire departments, and composite fire departments (combination of paid and volunteer firefighting force). Regardless of the type, all fire departments in the province are owned and operated by their respective municipalities while FES-NL remains a source of advice for those fire departments on organizational, technical or tactical issues. FES-NL also has the responsibility to legislate and regulate the provision of fire protection services in the province, and sets and develops training standards or adopts national standards to ensure consistent application.

Over the past several years, investments continued to support the volunteer fire service throughout Newfoundland and Labrador. For example, Budget 2013 allocated $1.5 million in annual funding for firefighting infrastructure in addition to a $380,000 annual investment in firefighting equipment; building on investments from Budgets 2010, 2011 and 2012. Budget 2014 allocated an unprecedented $5.03 million to support firefighting vehicles and equipment. Additionally FES-NL delivered a fire and emergency services training school last year in the spring in Grand Falls-Windsor and a number of regional training events. FES-NL remains keenly aware that funding and training alone will not sustain the current fire protection services system throughout the province. The focus of the agency in this reporting period was to continue to reflect and take stock of the state of the current fire protection services delivery system and continue to move towards modernizing and rationalizing the delivery of these services throughout Newfoundland and Labrador. This is directly related to the Provincial Government's strategic direction of improved emergency preparedness for all citizens and communities in Newfoundland and Labrador. The assessment of municipal fire protection services continued throughout the past year, paying close attention to both the asset base (firefighting vehicles and equipment) and the training requirements of our volunteer firefighters. This approach assisted more municipalities that own and operate municipal fire protection services to make evidence-based decisions about the type of fire protection services it can provide to its residents, and assisted FES-NL in evaluating and revising the current training model for fire protection services so that collectively we can influence the likelihood of enhanced fire protection services for our province's citizens.

GOAL ONE: **By March 31, 2014, FES-NL will have supported local communities in their ability to provide enhanced fire protection services by providing information and recommendations to support evidence-based decision making.**

MEASURE: Information and recommendations provided to support evidence-based decision making

INDICATORS:

Municipal fire protection services are assessed

Following the development of a standardized municipal fire protection assessment tool, in 2011-12 FES-NL embarked upon a process to begin the assessment of 295 municipal fire departments across the province. By 2013-14, 272 municipal fire departments existed. Of that number, all but eight municipal fire departments had undergone the assessment process by the end of the reporting period. The eight that were not yet completed were due to temporary staff vacancies, fire departments which were in remote areas on the south coast, or fire departments that were unavailable to participate in the assessment.

The municipal fire protection assessments have resulted in FES-NL collecting and assessing key elements of volunteer fire departments and composite fire departments (those with both volunteer and paid staff) including equipment inventories, equipment age and condition, firefighter training, fire department record keeping and management, and the level of service currently authorized by the municipality in the provision of fire protection services in their communities.

Information and recommendations provided to local communities

The results of the completed municipal fire protection assessments were shared with both the municipality and the fire department. An individual information package was prepared for each completed assessment (264) which outlined specific findings and recommendations for each fire department and included additional information such as sample vehicle inspection maintenance logs, mutual aid agreements and sample training programs. As a result of this information sharing, municipalities and their fire departments were better positioned to make informed decisions about the type and level of fire protection service it offers its residents. In some cases, this resulted in the municipality taking proactive measures to increase the allocation of equipment to their fire department and support additional training to meet the type and level of fire protection services authorized. For example, the Northern Peninsula Regional Service Board operating the Straits Regional Fire Department secured hydraulic rescue tools and ensured its firefighters received the appropriate training to provide vehicle extrication/rescue services for a designated area on the northern peninsula. In some cases, municipalities recognized that they were not positioned to provide suitable fire protection or they sought alternatives such as obtaining fire protection services from a neighbouring municipality or entering into regional sharing agreements. For example in February 2014 Port au Port East and Port au Port West-Aguathuna-Felix Cove formed a regional fire department to provide fire protection services in the region including Fox Island River-Point au Mal, Boswarlos and Campbell's Creek. In March 2014, $47,000 was granted for a repeater system and radios for fire departments between Cape Ray and Rose Blanche and once this radio communication system is in place, these six fire departments will be moving towards shared fire protection services.

Information and recommendations provided to Government

While FES-NL continues to strive to achieve this indicator, as a result of the information gathered through the municipal fire protection assessment process thus far, and in consideration of the regulatory reform initiative, FES-NL revisited its two financial assistance programs, the Fire Protection Vehicle Program and the Firefighting Equipment Program, which are currently available to municipalities for the cost-shared purchase of firefighting vehicles and firefighting equipment. Changes were made to the application process for both programs so that financial assistance could be targeted to meet identified needs and priorities that were identified through the municipal fire protection assessment process. Once all the remaining municipal fire protection assessments are completed, information and recommendations will be provided to government. The eight that were not yet completed were due to temporary staff vacancies, fire departments which were in remote areas on the south coast, or fire departments that were unavailable to participate in the assessment.

Training for fire protection services is enhanced

Over the past three years, FES-NL has modified its training model in response to direct feedback from the province's firefighters through an internal program review and a series of roundtable discussions. These modifications have also been informed by the information gathered through the municipal fire protection assessment process and have enhanced access to training for firefighters and other first responders. For example in 2011-12, FES-NL offered some of its courses (e.g. Firefighter I) through on-line e-learning to

provide better access for volunteer firefighters; in 2012-13, FES-NL partnered with the Marine Institute SERT Centre to offer additional on-line learning (e.g. Fire Service Instructor and Fire Officer) to further enhance access, and in 2013-14 FES-NL supported 40 two-day local regional training events thereby increasing local training opportunities in a cost effective manner (for example, less travel time and costs incurred by participants).

OBJECTIVE: By March 31, 2014, FES-NL will have further enhanced training delivery and provided recommendations to government and remaining communities regarding delivery of fire protection services.

MEASURE: Enhanced training delivery and recommendations regarding delivery of fire protection services are provided to government and remaining communities.

INDICATOR	ACTUAL RESULT
Stakeholder input from the fire services training model review are evaluated and changes implemented where possible	A series of roundtable discussions were conducted in the first quarter of 2013-14 to gather input from firefighters across the province regarding FES-NL's fire services training model. 173 representatives from 62 fire departments as well as representatives from NLAFS and FES-NL staff participated in 8 roundtable sessions (one of which was via teleconference). All feedback was considered and evaluated and resulted in delivery modifications to the fire services training model. Due to the feedback received from participating firefighters, FES-NL changed the model from 2 fire and emergency services schools offerings per year, to 1 fire and emergency services school offering, supplemented by an increase in the number of local regional training events (from 20, two-day events in 2012-13 to 40, two-day events in 2013-14 (costing $20,750).
The remaining municipal fire protection services assessments are completed and analyzed	At the end of the last reporting period 80% of the municipal fire protection services assessments were completed leaving the remaining 20% to be completed and analyzed in 2013-14. At the end of this reporting period, all but eight (representing less than 3%) of these assessments were completed. The eight that were not yet completed were due to temporary staff vacancies, fire departments which were in remote areas on the south coast, or fire departments that were unavailable to participate in the assessment. FES-NL intends to complete the remaining assessments subject to cooperation from the relevant communities.
Recommendations from the remaining municipal fire protection services assessments are provided to the communities	The results of the completed municipal fire protection services assessments were shared with the municipality that owns and operates the respective fire department. FES-NL was unable to provide results to those assessments that could not be completed as identified above. Once the eight remaining municipal fire protection assessments are completed, recommendations will be provided to those communities.
A comprehensive review of all testing instruments and training/certification policies associated with the reaccreditation and accreditation process of the	As an accredited entity of the IFSAC, FES-NL had to review all its current 15 program areas that were due for reaccreditation by IFSAC, and 5 new programs that it submitted for initial accreditation by IFSAC. This extensive work involved the review and validation of 4,643 test

International Fire Service Association Congress (IFSAC) is completed so that FES-NL maintains its accredited status	questions, and the review and development of 272 practical skill tests. All work associated with this initiative was completed on schedule by March 31, 2014. FES-NL then submitted the required documentation to IFSAC for the scheduling of a site visit for May 2014. Site visits are a requirement for this process. FES-NL anticipates as a result of the work completed, it will be accredited to offer certification in excess of 20 programs beginning 2014-15.

During the 2013-14 reporting period, FES-NL evaluated stakeholder input regarding the fire services training model review and changed its delivery model; completed, analyzed and shared results of 97% of the municipal fire protection assessments; and conducted a comprehensive review of all IFSAC testing instruments and training/certification policies. As the results reported above indicate, these actions have all led to the successful achievement of its objective to further enhance training delivery, and provide recommendations to government and communities regarding the delivery of fire protection services.

REPORT ON PERFORMANCE

ISSUE TWO: EMERGENCY MANAGEMENT

FES-NL has embarked upon an aggressive emergency management planning agenda which is reflective of the Provincial Government's strategic direction for emergency preparedness, specifically the commitment to assist with comprehensive planning. Since 2011, emergency management planning activities have focused on enhancing capacity by (1) developing the Provincial Emergency Management Plan, the first of which was finalized in March 2012, (2) providing assistance to communities thereby enhancing their capacity to develop local or regional emergency management plans whereby 97% of the province's population now resides in an area with an emergency management plan, or in an area where the emergency management planning process has been initiated, and (3) continued delivery of emergency management training including exercising emergency management plans. Over the past three years, several of FES-NL's emergency management training courses have been revised and updated. This past year, FES-NL revised the PEMP which incorporates the Provincial Government's BCP and conducted a "table top exercise" of these plans. A table top exercise is an exercise designed to test the theoretical ability of a group to respond to an emergency situation to validate the plans. FES-NL remained actively engaged with many communities across the province to ensure that their emergency management plans are in place, validated through emergency exercise or real event situations, and updated based on lessons learned from those emergency exercises or real events. As well, much time and effort remained focused on the development and delivery of various emergency management training opportunities, both at a local level and at the annual fire and emergency services training school. All these activities continue to help build and enhance capacity of individuals, communities, emergency management partners, and governments so that they are better positioned and better prepared when an emergency occurs. FES-NL believes that enhancing emergency management capacity is about giving the right tools and wherewithal to act in all kinds of emergencies; this work encompasses a wide variety of emergency management planning activities and provides opportunities for emergency management training.

GOAL TWO: **By March 31, 2014, FES-NL will have enhanced the emergency management capacities of partners, communities and governments.**

MEASURE: Enhanced emergency management capacities

INDICATORS:

Emergency management planning activities supported

FES-NL experienced significant progress in the development and maintenance of the PEMP, development and maintenance of municipal emergency management plans and regional emergency management plans. The PEMP was finalized and approved by Cabinet in advance of the May 2012 deadline and an update to the PEMP was approved by the Minister responsible for FES-NL in January 2014. The continued work by FES-NL staff in engaging with and supporting communities in the municipal and regional emergency management planning process has increased capacity and understanding of the important role emergency management planning plays within communities and regions and has resulted in 97% of the province's population being covered by an emergency management plan or their community has initiated the emergency management planning process. FES-NL has also moved the Provincial Government from the development of BCPs to program implementation (including regular BCP updates and validation) and the BCP is now incorporated into the PEMP. FES-NL continues to support and work with communities to advance the emergency management planning agenda to further enhance capacity to mitigate against, prepare for, respond to and recover from adverse events.

Enhanced emergency management training

FES-NL maintained and enhanced its emergency management training program for community leaders and staff and the field of emergency management partners including emergency responders, the public sector, the private sector and the volunteer sector. Face to face training was delivered throughout the province by FES-NL staff within various regions and through multiple Fire and Emergency Services Training School offerings. FES-NL conducted an internal review of three emergency management courses and updated the curriculum and course materials to reflect current emergency management practices. FES-NL commits to the continued delivery of emergency management training into the future. FES-NL has also focused its past efforts on working with communities and emergency management partners on the validation of emergency management plans by developing, facilitating and participating in emergency exercises. Emergency exercises are another form of training that allows for participants to gain a more thorough appreciation for their roles and responsibilities and the interactions among emergency management partners required during a response to and recovery from an adverse event. Over the past three years, FES-NL has participated in 23 emergency exercises. FES-NL has also conducted emergency exercises for the Provincial Government's BCP and the PEMP to allow for multi-agency and multi-jurisdictional scenarios to be extensively discussed and worked through by participants with a goal to update individual BCP based on any lessons learned through the emergency exercise process.

OBJECTIVE: By March 31, 2014, FES-NL will have further enhanced planning and training activities.

MEASURE: Planning and training activities further enhanced

INDICATOR	RESULTS
A modified emergency management planning template is developed to assist smaller communities to become compliant with the *Emergency Services Act*	As described in the *Emergency Services Act*, the term municipality includes cities, towns, local service districts and Inuit communities. FES-NL realized that the required capacity and resources within smaller communities is limited; therefore a decision was made not to develop a modified template but instead adopted a one-on-one approach with those smaller communities without an emergency management plan whereby FES-NL staff visited the smaller communities and offered direct support. This approach has resulted in very positive movement on the level of engagement from smaller municipalities. By March 31, 2014, of the 454 municipalities, 390 municipalities (increase from 371 as of March 31, 2013) had either completed or initiated the emergency management planning process (representing 97% of the province's population) leaving 64 municipalities (representing 3% of the population) to initiate the emergency management planning process. Additionally, the concept of regional emergency management plans has been embraced by a number of regions and there are currently 23 regional emergency management plans encompassing 105 communities.

Exercise design training opportunities are identified and offered for the municipal sector	This Indicator was achieved. Exercising of emergency management plans is an opportunity for communities and their emergency management partners to validate emergency management plans under safe and controlled circumstances and consider necessary adjustments to plans and procedures. FES-NL saw a significant increase of activity in this area from last year. FES-NL was involved in the facilitation, development and/or delivery of all identified 15 emergency exercise events in this reporting period. These exercises involved community leaders, staff and resources, multiple Provincial Government departments and agencies, emergency service providers, regional health authorities, federal government partners, private sector and non-governmental organizations.
Exploratory discussions are held with critical infrastructure providers regarding emergency preparedness	This indicator was achieved. FES-NL has engaged utility companies (for example Nalcor, Newfoundland Power and Bell Aliant), fuel supply and distribution entities (for example Irving and Esso) and transportation entities (for example Marine Atlantic). Also, dialogue began with the Retail Council of Canada (grocery retailer sector) regarding business and service continuity issues. Finally, a draft national Emergency Management Protocol for Critical Infrastructure has been developed and circulated for the Canadian Council of Emergency Management Offices (CCEMO)/Senior Officials Responsible for Emergency Management (SOREM) groups. This document will provide guidance as FES-NL continues to work with the CI sectors on emergency management issues and initiatives.
Second generation of the Provincial Emergency Management Plan is completed by October, 2013	This indicator was achieved with a variance as the updated PEMP was not provided to the Minister for approval until January 2014. The Minister approved the updated document on January 27, 2014 and the PEMP was subsequently posted on the FES-NL website and shared with our emergency management partners. The delay was a result of operational issues ongoing within FES-NL.

By assisting smaller communities in developing emergency management plans, by identifying and offering opportunities to exercise emergency management plans, by engaging with critical infrastructure providers in emergency preparedness and by updating the PEMP, FES-NL has further enhanced emergency management planning and training activities during 2013-14 reporting period.

Opportunities and Challenges Ahead

Since 2007, FES-NL has been focused on developing and maintaining a modern and robust emergency management system for the Province of Newfoundland and Labrador. The agency has made considerable progress and wants to sustain momentum that will further enhance the development of a strong emergency management system – this is consistent with our 2017 Mission.

Building on the progress noted in the Highlights and Accomplishments section regarding province-wide 911, FES-NL and the 911 Implementation Team are focusing its efforts on meeting the Provincial Government's commit to implement province-wide Basic 911 service and initiate planning for Next Generation 911 by the end of 2014. There is much work to do. Finalizing the legislative framework necessary for the provision of 911 services is a key component of this work and includes proclaiming the new *Emergency 911 Act* into the House of Assembly and gazetting the associated *Regulations* that will establish the monthly fees charged to subscribers of wireless and land-line services. These monthly fees will fund the 911 service on a cost recovery basis and ensure that monies are available to maintain the service into the future as well as upgrade the technology required to move to Next Generation 911. A not-for-profit, arm's length to government organization will be created, NL 911 Bureau Inc., and its Board of Directors will be appointed to govern the delivery of the province-wide 911 service including the negotiation of agreements with Public Safety Answering Points (PSAPs). PSAPs are the first point of contact for any 911 caller. All emergency service providers will be expected to participate in the 911 service and must identify their emergency response zones so that 911 callers for police, fire and ambulance are directed to the appropriate emergency service provider by the PSAP. Training for the PSAP employees, developing quality assurance measures and auditing procedures for the PSAPs, and developing a public awareness campaign are also important tasks to be concluded in the upcoming year.

The sharing of municipal fire protection services continues to be a priority focus for FES-NL as it works with municipalities and unincorporated areas throughout the province to encourage and support enhancement of fire protection services in their communities. Municipal fire departments continue to experience challenges in addressing ageing equipment and infrastructure as well as the recruitment and retention of volunteer firefighters. The Provincial Government continues to provide financial support to municipalities to purchase new, state-of-the-art fire equipment; however the value of current requests for financial assistance still outnumbers available funding. Regionalization and sharing of fire protection services amongst communities is undoubtedly one of the solutions to these challenges. The NLAFS also views regionalization and the sharing of fire protection services as a viable means of addressing these challenges. FES-NL will continue to consult with NLAFS regarding potential approaches to enhancing fire protection services in the province. Municipal fire department assessments are helpful in assessing the needs in communities and regions throughout the province, and also whether the sharing of fire protection services would be worth pursuing in certain communities. Furthermore, FES-NL will work with the Department of Municipal and Intergovernmental Affairs regarding the inclusion, in the fiscal framework review for municipal governments, of the possible regionalization of fire protection services as determined feasible and appropriate.

FES-NL will continue to support those communities that have not completed their emergency management plans. Where appropriate, communities will be asked to consider regional emergency management planning activities as a way of ensuring emergency management plans are completed and inclusive for all communities where individual community emergency management plan development is not practical. Continued validation of existing emergency management plans, both at the provincial level and the

community level, is an important component of any emergency management program. FES-NL will look to remain active in the emergency exercise arena and will promote this activity within the Provincial Government, with our communities and all emergency management partners. Further engagement with our critical infrastructure service providers will ensure that there is understanding of capacity, service delivery and interdependencies. Helping communities and emergency management stakeholders validate emergency management plans and understand their roles in an emergency situation will once again continue to be a focus for FES-NL in the future, as we strive to achieve a modern and robust emergency management system throughout Newfoundland and Labrador.

Financial Statements

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March, 2014 (un-audited). FES-NL is not required to provide audited financial statements.

			Estimates	
		Actual	Amended	Original
		$	$	$
5.1.01.	**EXECUTIVE SUPPORT**			
	01. Salaries	624,382	627,400	595,800
	02. Employee Benefits	1,649	6,000	6,000
	03. Transportation and Communications	21,369	42,200	43,900
	04. Supplies	9,082	14,000	14,000
	06. Purchased Services	386,901	408,900	408,900
	07. Property, Furnishings and Equipment	1,005	1,400	11,000
	Total: Executive Support	1,044,388	1,099,900	1,079,600
5.1.02	**FIRE SERVICES**			
	01. Salaries	565,766	569,300	558,100
	02. Employee Benefits	5,866	8,000	8,000
	03. Transportation and Communications	96,911	124,200	124,200
	04. Supplies	62,396	72,300	72,300
	05. Professional Services	-	-	2,000
	06. Purchased Services	245,277	254,300	254,300
	07. Property, Furnishings and Equipment	8,129	8,200	2,300
	09. Allowances and Assistance	171,000	171,000	190,000
	10. Grants and Subsidies	622,936	637,800	506,500
	Total: Fire Services	1,778,281	1,845,100	1,717,700
5.1.03	**EMERGENCY SERVICES**			
	01. Salaries	516,301	687,400	693,300
	02. Employee Benefits	1,731	2,000	2,000
	03. Transportation and Communications	157,497	216,000	216,000
	04. Supplies	24,862	48,500	48,500
	05. Professional Services	-	250,000	261,600
	06. Purchased Services	19,707	140,400	140,400
	07. Property, Furnishings and Equipment	6,413	34,100	40,000
		726,511	1,378,400	1,401,800
	02. Revenue - Provincial	-	(1,500)	(1,500)
	Total: Emergency Services	726,511	1,376,900	1,400,300
5.1.04	**JOINT EMERGENCY PREPAREDNESS PROJECTS**			
	01. Revenue - Federal	(70,106)	-	-
	Total: Joint Emergency Preparedness Projects	(70,106)	-	-
5.1.05	**DISASTER ASSISTANCE**			
	01. Salaries	276,435	291,100	285,700
	03. Transportation and Communications	702	5,000	-
	05. Professional Services	319,422	1,000,000	-
	06. Purchased Services	2,018,914	2,700,000	-
	10. Grants and Subsidies	1,865	355,000	4,060,000
		2,617,338	4,351,100	4,345,700
	01. Revenue - Federal	(25,000,000)	(31,146,600)	(31,146,600)
	Total: Disaster Assistance	(22,382,662)	(26,795,500)	(26,800,900)
5.1.06	**FIRE PROTECTION INFRASTRUCTURE**			
	10. Grants and Subsidies	1,602,306	1,602,400	1,700,000
	Total: Fire Protection Infrastructure	1,602,306	1,602,400	1,700,000
TOTAL: FIRE AND EMERGENCY SERVICES AGENCY		(17,301,282)	(20,871,200)	(20,903,300)

CONTACT INFORMATION

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